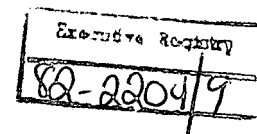




United States Department of State

Director General of the Foreign Service
and Director of Personnel

Washington, D.C. 20520



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July 21, 1982

The Honorable
William J. Casey, Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

Thank you very much for the copy of the report you plan to submit to OMB and Congress recommending 10 per cent premium pay for overseas employees of the Agency. After having examined it, I must regretfully conclude that I cannot concur with the recommendations you wish to make to Congressman Boland's committee.

The primary difficulty lies with the job analysis of certain Department of State overseas positions in the [] report upon which your recommendations rest. Perhaps the most troublesome example is that of State Political and Economic Officers: The [] report states:

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"... The primary duty is to collect, analyze and report information The position's focus is more upon data gathering and analysis than on interpersonal or persuasion skills."

Data gathering and analysis represents, at best, barely half the primary duty of the Department's Political or Economic Officer - the other half being to negotiate and to represent U.S. Government interests and positions on various issues to host country citizens (whether public or private), activities which clearly require considerable interpersonal skills and persuasive powers to accomplish effectively. It should be noted that the Standard Field Descriptions for Political and Economic Officers contained in the Foreign Service Position Classification Handbook contain, inter alia, the following duties, all of which require strong interpersonal skills and persuasive ability.

- (1) "... speaks on behalf of the U.S. Government to host government officials, political party leaders, foreign diplomatic representatives, private groups or individuals, and newspaper or other media representatives"

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- (2) "... Negotiates as required with host government officials on issues of concern to the United States Government.
- (3) "Travels within country to establish and maintain contact with local officials, party leaders, and influential members of the private sector in order to report significant developments, represents the United States, and helps develop an understanding of its roles and objectives." (emphasis added)
- (4) "Represents the U.S. at selected official functions ceremonies, and meetings and may be designated to serve on delegations to intergovernmental meetings."

A State Political or Economic Officer who is only analyzing and reporting would assuredly be doing only half the job and his or her evaluation report would so reflect the lack of representational activities, thereby putting that individual at a disadvantage when being competed against others in similar positions. The existence of "representation allowances" (for use in hosting social functions in which interpersonal skills and persuasive ability are called into play throughout and are of importance for obtaining U.S. objectives), which are allotted primarily to Political and Economic Officers, should confirm the significance with which the Department views these functions-- functions which have either been totally overlooked or mistakenly excluded from consideration in the [] study.

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We also find serious flaws in the [] comparison of the communications activities of the Department and the Agency. The study compares State communicators to a private sector telecommunications operator whose duties are exclusively operational while Agency communicators are matched to computer equipment technicians since, in addition to operational duties, they also perform maintenance and repair functions as well as modifying and updating equipment. Perhaps because of the limited number of posts visited, the [] reviewers showed no awareness that at numerous posts State communicators are required to demonstrate proficiency in the full range of operational and first echelon technical systems maintenance skills for record communications high technology computer based systems, state of the art radio teletype transmissions systems etc., together with technical control and related testing.

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In addition, State Communications personnel responsibilities include computer based telephone and secure systems, HF/VHF/UHF voice radio systems and other diverse duties. The complexity and modernity of State's communications equipment requires skills far exceeding those outlined by [] and we feel that

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any study which fails to take these factors into account can scarcely present a credible comparison of the two organizations' activities in the communications field.

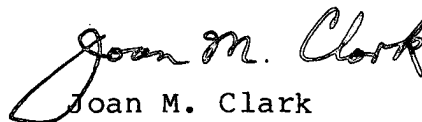
A final although lesser deficiency is the study's failure to include in its comparison of total compensation packages those non-salary, non-allowance perquisites which Agency employees enjoy but which are not available to State employees. The assignment of monetary values to and inclusion of such perquisites in the total compensation packages would present a more accurate picture than is presently the case.

As I had informally suggested earlier, the Department believes the pay problems to which the [] study is addressed could be most satisfactorily overcome by moving Agency employees to the Foreign Service salary schedule during their periods of overseas duty. I very much regret that I cannot concur in this matter as you have asked but in view of the grave reservations I have concerning the serious shortcomings in the [] study on which the recommendations are based, I am unable to do so at this time.

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Sincerely,


Joan M. Clark

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As Requested	For Correction	Prepare Reply
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Remarks:

Executive Secretary
7/22/82
 Date

STAT

FULLTIMEAUTHORIZEDPART-TIMEAUTHORIZEDFILLED

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Austria
Brazil
Canada
China
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Denmark
Egypt
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Germany
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Italy
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Nigeria
Norway
Peru
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United Kingdom
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Algeria
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Germany - DL
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SUMMARY

° Defense Attache Personnel

Full-time 58
Part-time 22

° Others 6

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WORKING PAPER

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